

# Project Execution & Control

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## Scope

This process covers how to update and distribute information about scope, schedule, cost, risks, and quality of a project. Reports provide the type of information and the level of detail required by various stakeholders, as documented in the Communications Plan in the PMP.

## Policy

*[ER 5-1-11](http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf)**[\[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf\]](http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf)*

## Responsibility

The Project Manager is responsible for ensuring that the Project Delivery Team (PDT) updates the project as required and progresses project activities on a periodic/monthly basis.

PDT members will update and progress the activities they are responsible for in the PMP and scheduled in P3e.

## Distribution

Project Delivery Team (PDT)\*

Project Manager (PM)\*

## Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

## System References

*[Acronyms and Glossary](#)**[\[REF1001\]](#)*

*[Activity/Project Closeout](#)**[\[PROC1019\]](#)*

*[Change Management](#)**[\[PROC1004\]](#)*

*[Command Management Review](#)**[\[REF1017\]](#)*

*[Communications Plan](#)**[\[REF1022\]](#)*

*[PMP Approval](#)**[\[PROC1018\]](#)*

*[PMP Development](#)**[\[PROC1012\]](#)*

PMP/PgMP Content[REF1018]

Receipt of Funds[PROC1001]

Resident Management System (RMS) Home  
Page[<http://www.hq.usace.army.mil/cemp/c/rms2.htm>]

## Activity Preface

This process is performed after PMP Approval[PROC1018]. While ideally, this should always be the case, reality is that project execution will often begin prior to PMP approval. The PMP will, however, be substantially complete prior to project execution.

Before execution can begin, adequate funds for execution must be available. If adequate funds are not available, the first step will be to request funds. Once funds are received, they will be made available for use by executing Receipt of Funds[PROC1001].

The Project Manager will request the PDT to progress activities, as outlined in Communications Plan[REF1022]. The PDT will update and progress their respective activities in P3e as needed. Projects under construction will be updated via RMS (see RMS HomePage[<http://www.hq.usace.army.mil/cemp/c/rms2.htm>] for more info on this system). Upon completion of updating **Response: rejected. Will add term to glossary.**, the PDT will notify the PM that updates are complete, as outlined in Communications Plan[REF1022]. The PM will then “schedule” the project in P3e (the step in P3e of incorporating updates and reflecting current conditions).

The PM will generate necessary reports, and compare the latest update with the previous update and baseline. Based on that comparison, the PM will determine the need for a PDT meeting. If a meeting is necessary, the PM will get all necessary team members (not all team members may be needed at every meeting) together in the most appropriate forum available (face-to-face, teleconference, VTC, NetMeeting, etc.)

Whether or not a meeting is called, the PDT will evaluate whether changes to the PMP are required and compare project status to established thresholds. If there are changes, they will be addressed by executing Change Management[PROC1004].

At the completion of any activity in P3e, execute Activity/Project Closeout[PROC1019].

Repeat all the steps in the process until ALL activities are complete.

### Project Manager (PM)

1. Verify that adequate funds are available to begin/continue execution, and progress project. **Project execution will be managed using earned value principles. Response: Reworded; see preface & other steps/notes.**

**If adequate funds are available, goto task #3. Otherwise, goto task #2**

2. Request funds.
3. Determine if additional funds have been received.

**If adequate funds have been received, stop and complete Receipt of Funds[PROC1001]. Otherwise, goto task #4.**

4. Request, in accordance with Communications Plan/REF1022/ that the PDT begin execution and progress project activities, in accordance with the approved Project Management Plan. Execution will be managed using earned value principles.  
Response: Reworded ; see preface & other steps/notes.

## Project Delivery Team (PDT)

5. Review project activities to determine the need for progressing and updating schedule or funding.

If updating and progressing is required, goto task #6. Otherwise, goto task #7.

6. Progress and update project activities in P3e including any known issues.

If issues are added to the activities, an e-mail notification can be sent to the appropriate party if required via P3e.

A project under construction is updated Response: Rejected. Will add term to glossary. .

via RMS (see RMS Home Page/http://www.hq.usace.army.mil/cemp/c/rms2.htm] for more info on this system).

## Supervision and Administration (S&A) resource estimate development in

Districts/Labs/Centers: Military and Environmental program S&A is established at HQUSACE and allocated at the MSC level. Once those allocations are established, each activity's S&A manager is responsible for developing resource estimates for the S&A funds allocated to the Districts/Labs/Centers. For Civil Works projects, resource estimates are to be developed in coordination with Construction staff to accurately estimate the cost of doing work. Response: Sentence deleted in master document .

7. Notify Project Manager in accordance with Communications Plan/REF1022/ that funding and activities have been reviewed.

## Project Manager (PM)

8. Schedule the project in P3e.
9. Generate reports and compare updated project to previous update and baseline.  
Activity Issues Log, Earned Value report, Line Item review report, CMR report, etc.
10. Determine if PDT meeting is necessary.

**If a PDT meeting is required, goto task #11. Otherwise, goto task #13.**

11. Initiate PDT meeting with necessary attendees.

All forms of meeting availability can be utilized including Net Meeting, Video Teleconference, etc.

## **Project Delivery Team (PDT)**

12. Discuss impacts of changes to the project management plan in meeting.

Review performance reports in P2 and thresholds in P3e and compare the performance report actuals against scheduled performance for project activities.

Review subordinate plans in PMP, including change management, safety, communications, quality, etc.

13. Determine if changes need to be made.

**If changes need to be made, stop and complete Change Management/PROC1004. Otherwise, goto task #14.**

14. Continue to execute the PMP.

**If any activity complete, End of activity; goto Activity/Project Closeout Process/PROC1019. Otherwise, goto task #1.**

**End of activity.**

